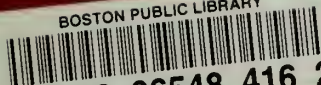
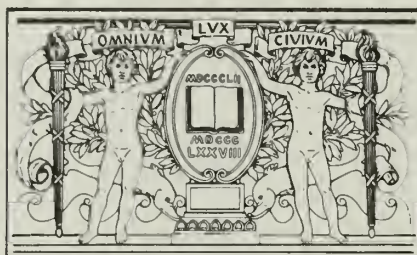


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# SOUTH END

## DISTRICT PROFILE AND PROPOSED 1979-1981 NEIGHBORHOOD IMPROVEMENT PROGRAM

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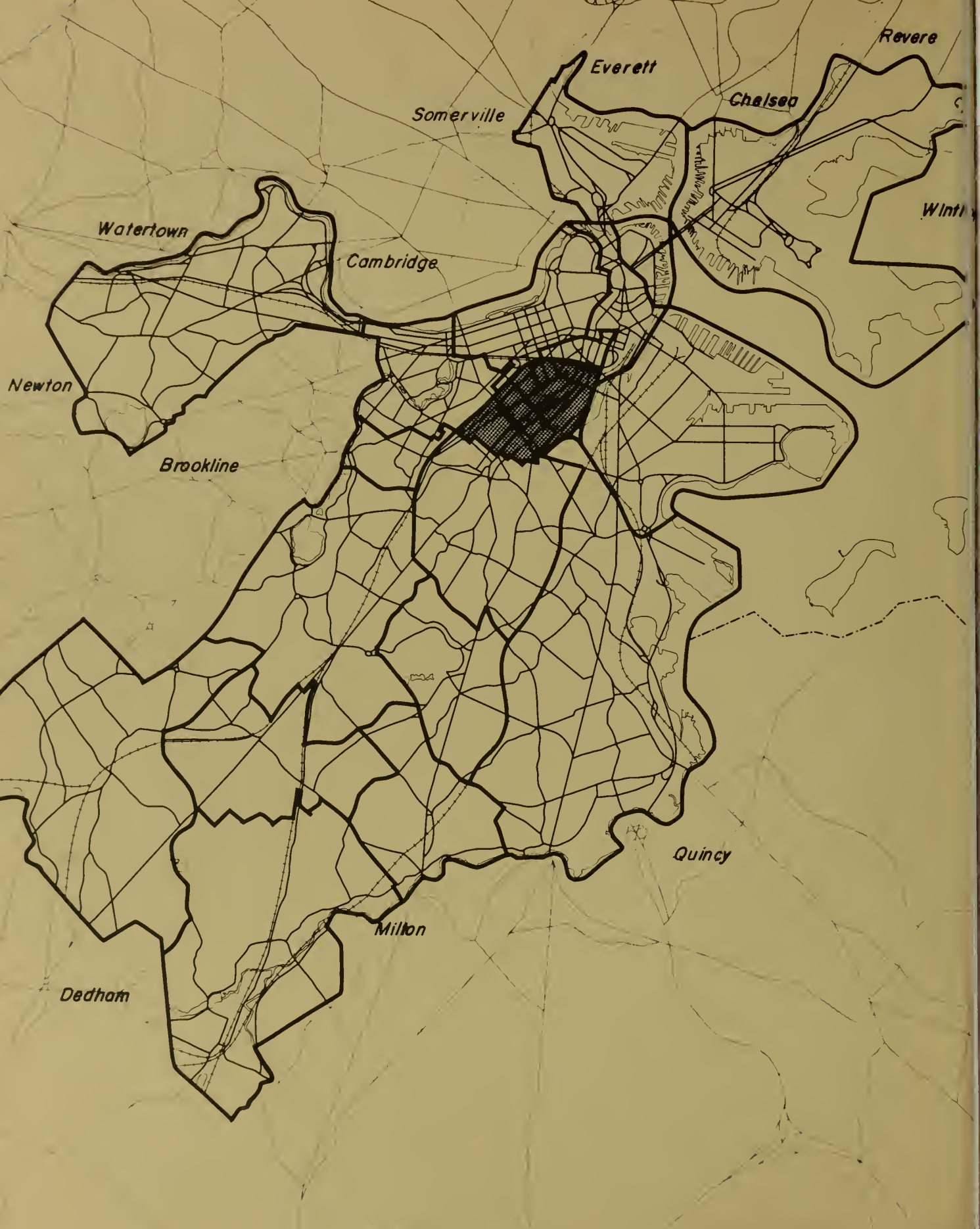
City of Boston  
Kevin H. White, *Mayor*

Boston Redevelopment Authority  
Neighborhood Planning Program

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SOUTH END

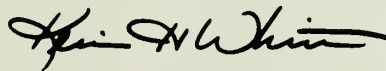


*The Boston Redevelopment Authority's Neighborhood Planning Program has prepared this report to assist residents, businessmen and City agencies in developing longer range solutions to the various development needs for the South End.*

*Since 1965 over \$135 million of public funding has been spent in the South End, through the urban renewal program and other investments such as the Blackstone Community School, South End Branch Library, new parks and street construction. Through these investments and the increased housing supply of this decade, the South End's population has stabilized.*

*Over the next three years, the City will continue its commitment to improve the physical and social quality of life in the South End by meeting the desires of the varied residential population. Funding priorities should include the completion of urban renewal activities, housing improvement and maintenance, physical improvement of streets, lighting, and parks and human service programs.*

*I hope this profile will encourage interest in the issues confronting the South End and serve as a guideline for positive solutions.*

A handwritten signature in dark ink, appearing to read "Kevin H. White". The signature is fluid and cursive, with a long horizontal stroke at the end.

Kevin H. White  
Mayor

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# I. Introduction/Summary

The South End, despite its small size geographically (approximately one square mile) and demographically (less than 4% of Boston's total population), is one of Boston's most richly varied and complex neighborhoods. Developed from 1858 to 1875 on partially filled land, it remained a stable neighborhood of gracious but decaying brick bowfronts and row-houses for its first 100 years.

Although usually considered a slum by outsiders and social reformers (who flocked to the South End in record numbers to establish a multitude of social service agencies, many of which still exist today), most residents thought of this neighborhood as a stable if crowded community populated by a diversity of hard working people. Many were immigrant or first generation Americans who found in the South End cheap, convenient housing inhabited by people like themselves. Some families bought the inexpensive but practical lodging houses and remained while their tenants, relatives and neighbors moved on. This lent an ethnic patchwork quilt quality to the neighborhood. Each block retains to this day some of that "port of entry" flavor by being predominantly Lebanese, Irish, Yankee, Chinese, West Indian, Southern Black, Greek, or Hispanic.

The neighborhood's relative harmony and balance was shattered in 1960 by three powerful external forces: urban renewal, construction of the Prudential Center, and an awakening of interest in inner city neighborhoods. Each of these forces combined to bring about more wrenching change in the following 15 years, than the first hundred years combined.

The population was cut in half to an all time low of 22,000 people in 1970. Urban Renewal, market pressures, and a rapidly changing socio-economic profile, turned the South End into a highly organized and vocal neighborhood determined to control the direction and rate of change taking place within it. Out of this milieu emerged the issues and concerns which would shape America's largest urban renewal project. In the broadest and simplest terms, public



*Union Park*

policy attempted to encourage two progressive but difficult to achieve ideals of modern day urban America:

- Improving the neighborhood's physical environment through the rehabilitation of existing housing, the creation of new parks, and the reconstruction, landscaping and lighting of streets and sidewalks.
- Insuring the availability of housing at rent levels affordable by low income residents.

Since 1965 over \$135 million in public funding, primarily urban renewal money has been spent in the South End. Major investments by the City have brought about a new library, elementary school, parks and new street construction.

During the next three years, the Neighborhood Improvement Program should continue to address the South End's major needs: housing improvement, physical improvements and human services.

To respond to the housing needs, the Housing Improvement Program for rehabilitation of owner-occupied buildings will continue. The concentration of rehabilitation and maintenance of existing low and moderate income housing must be increased since much of the existing housing is inadequate and deteriorated.

The proposed physical improvements will be facilitated by the BRA through the continued improvement of South End streets, lights and parks. Human service programs will address the special needs of the South End's low income and elderly population.

Major transportation improvements will occur in the South End over the next several years. The new Orange Line, replacement transit for the existing Orange Line, the new Crosstown Street, Tremont Street and Columbus Avenue reconstruction are new projects which will improve commuter service, create opportunities for local environmental improvements and increase community transit access.

## II. District Profile

### A. Existing Characteristics

#### 1. South End Overview

The contemporary South End is an intricate inner-city mixture of old and new. New settlers are mixed with long-time residents; renovated and unrenovated rowhouses are mixed with newly constructed housing developments. A new middle class population of singles and young families has been attracted to the many sections of the district by the prospect of urban reinvestment, the convenience of an in-town location, and the existence of a large, relatively inexpensive stock of victorian rowhouses.

Many of these rowhouses, once converted into low and moderate income housing, have been converted back into middle income occupancy for the first time in almost 100 years. While not the only such example of private residential reinvestment in an historic American inner city neighborhood, parts of the South End have become one of the better known illustrations of a process recently dubbed by urban planners — somewhat awkwardly — as “gentrification.”

But the “gentry” have not been the only newcomers attracted to the South End. The district has also become home for a large low and moderate income Chinese and Spanish-speaking population, some of whom have found housing in the new subsidized developments built under urban renewal. The number of Black residents in several sections of the South End has also grown. This new population, coupled with the demolition of dilapidated buildings associated with the early phases of urban renewal, has put pressure on some traditional South End population groups to find new housing outside of the district.

Although low and moderate income Blacks have been part of this relocation process, U.S. census data suggests that the largest relocation group has actually been low income Whites. Thus the renewal process in the South End has been rather different from that in other larger American cities undergoing redevelopment. Throughout the renewal period, the South End has been able to retain its

traditional racial and ethnic diversity while gaining a new mix in terms of incomes and lifestyles.

This new economic mix has been achieved by a significant City commitment to low and moderate income residential rehabilitation and new construction. The 1965 Urban Renewal Plan had recommended a total of 3,100 low and moderate income rehabilitated and new housing units. The BRA and the City of Boston (with Federal and state assistance) have met and even surpassed this goal by having been responsible for the construction and rehabilitation of a total of more than 4,400 low/moderate income units including 939 units designed especially for senior citizens.

Here is a summary of some recent South End statistics gathered from the 1950, 1960, 1970 U.S. Census, the 1975 Massachusetts State Census and the 1978 South End Consensus Survey:

#### 2. Total Population

The South End's 1970 population of 22,775 shows a dramatic change from the 1950 high of 57,218. The 1970 population drop reflects the early demolition phase of urban renewal, and the conversion of high density lodging houses to lower density apartments and single family homes. The population drop of this area can also be accounted by the abandonment and fire damage of severely deteriorated buildings which was prevalent in this time period.

The 1978 Consensus Survey estimated a gain of almost 2,500 people over 1970. This reflects newly constructed units comprised of housing for senior citizens and several moderate to large subsidized developments such as IBA, Concord housing, Tenant Development Corp. (TDC), Scattered Site Rehab Program and private renovation of boarded and fire damaged shells. This rise in the South End's population indicates the ever increasing popularity of residing in the area with its amenities and proximity to the downtown.

#### 3. Race and Ethnicity

As previously noted, the South End taken as a whole, comprises the most racially and ethnically mixed neighborhood in the City. Blacks and Whites together total approximately two-thirds to three-fourths of the racial stock; the balance is comprised of Hispanic and Oriental residents. The 1978 Consensus Survey suggests a steady growth in the Hispanic population, an increase in the White population and a corresponding decrease in Black and Oriental residents. These statistics are projections only, subject to normal statistical variation and the ever-present possibility of sampling bias. Nevertheless, they do suggest some interesting trends.

From 1960 to 1970 the total population of the South End decreased by more than 12,000 residents. The percentage of Blacks remained stable

	Total Population				
	1950	1960	1970	1975 (est.)	1978 (est.)
South End	57,218	34,956	22,775	24,688	25,181
Boston	801,444	697,197	641,071	637,986	638,000

	Racial & Ethnic Composition			
	White	Black	Hispanic	Chinese & Other
South End 1960	58%	39%	1%	2%
South End 1970	41%	39%	7%	13%
South End 1978 <sup>1</sup> (ESTIMATE)	46%	29%	19%	6%

#### NOTES:

1. Estimates based on statistics in 1978 Consensus Survey.

while the percentage of Whites decreased by 17%, or nearly one-fifth of the entire White population. Private sector conversions of rooming houses to one, two and three family dwellings were concentrated in sections of the South End which were predominantly White, thus accounting for the sharp drop in the percentage of White residents.

During the 1970's, this same process of conversion/rehabilitation has reached much more deeply into sections inhabited predominantly by black residents and possibly accounts for the recent drop in the black population.

Future racial and ethnic composition will probably stabilize as other opportunities for large numbers of inexpensive buildings awaiting public or private acquisition seem past. Nor is there much vacant land on which to build large scale housing developments.

The South End should retain its historic and racial mix for the foreseeable future and remain predominantly black and white with a growing and significant Hispanic and Oriental minority.

#### 4. Family Income

Since 1970, due to the substantial number of middle class people (including minorities) moving into the South End, the median income has risen to \$10,000. Even though the South End's median family income is still below the City's median, the gap between the two has narrowed appreciably within the decade.

South End & City Median Family Income		
	South End Median	City Median
1960	\$ 4,542	\$ 7,206
1970	\$ 6,122	\$ 9,133
1978 <sup>1</sup>	\$10,000	\$10,100
(ESTIMATE)		

NOTES:  
1. Estimates based on statistics in 1978 Consensus Survey.



Total Units 1970	New Const. 70-75	Demo. 70-75	Est. Total Units 1975	New Const. 76-6/78	Demo. 76-6/78	Est. Total Units 6/78
10,885	2,600	754	12,371	399	91	13,039

#### South End Public & Publicly Assisted Housing

Housing Program	New	Substantially Rehabilitated	Program Total
HUD Programs (221-d3, 221-d4, 236, Section 8 & 312)	2,220 <sup>1</sup>	889	3,109
MHFA	-0-	392	392
BHA (Turnkey & leased)	540	275	815
BHA (Previously existing public housing)	-0-	-0-	886
TOTAL UNITS	2,760	1,556	5,202

1. Includes 207 units not yet built in *Viviendas La Victoria II*.



*Viviendas La Victoria*

## 5. Housing

Since 1970 the total number of housing units has increased by 2,154 which has been reflected by the population increase since the beginning of this decade. New construction has exceeded demolition since 1970 by almost 4:1.

Housing statistics from the 1970 census do not reflect the large number of low/moderate income housing units

built in the last eight years. As of Fall, 1978 there were 4,995 units of subsidized housing in the South End consisting of new construction, substantially rehabilitated units and housing built prior to urban renewal. In absolute terms, this total is second only to the Roxbury planning district. In relative terms, the South End total represents the highest proportion of subsidized to total units in the City (about 38%).

The Housing Improvement Program (HIP) which began in 1975 was implemented to encourage and enable low and moderate income homeowners to repair and upgrade their housing. The program consists of counseling, technical assistance and a cash rebate (either 20%-40%-50%) for homeowners living in 1-6 family structures.

In the South End, 119 structures were completed and another 100 structures are in the process of completion under HIP. Over \$1 million of private rehabilitation funds have been invested in these buildings with almost \$200,000 of rebates returned to the owners.

The participation of area residents in HIP has decreased since the program's inception. Even though the program has accomplished a significant upgrading of structures, other housing programs (included with HIP) would be better suited for the South End.

The 312 rehabilitation loan program provides direct federal assistance to

**Housing Improvement Program  
July 1975 - August 1978**

	NUMBER OF CASES			Actual Grants (Rebates)	Rehab Costs
	Enrolled	Suspended	Completed		
Year 1	106	28	78	\$110,642	\$ 787,533
Year 2	81	5	30	\$ 53,606	\$ 244,449
Year 3	44	0	11	\$ 25,127	\$ 71,982
3-Year Total	231	33	119	\$189,375	\$1,033,964



*Stoop renovation, Union Park*



*Nineteenth Century Industrial Buildings, Wareham Street*

all residential property owners in the form of home improvement loans at three (3%) percent interest for a 20 year maximum. The maximum residential loan amount is \$27,000 per unit. The need for 312 loans is due to the fact that many structures in the South End need major rehabilitation. HIP guidelines cannot cover the cost of this major rehabilitation as extensively as the 312 loan.

#### **6. Commercial, Institutional and Industrial Areas**

Nearly one-third of the land area of the South End is utilized by industry and institutions. These users are concentrated in the area southwest of Washington Street to the Southeast Expressway. The chart below indicates the type of light manufacturing and production jobs which exist in this area and the number of people employed in each. In addition,

Boston City Hospital and Boston University Medical Center represent the largest institutions in the neighborhood and by far the largest individual employers.

The South End, however, lacks a clearly defined or centralized commercial or shopping district; small commercial uses are scattered throughout the area. These concerns are primarily small grocery stores, personal or professional services (insurance, legal, real estate, etc.), restaurants, bars, hardware or household supplies and similar businesses.

The 1978 Consensus Survey indicates a high level of dissatisfaction with South End shopping. Fewer than 3% of the residents rated shopping in the neighborhood as excellent and fewer than 12% considered it in anyway above average. This contrasts sharply

#### **Distribution of Major Manufacturing Firms & Jobs in the South End**

<b>Major Industry Group</b>	<b># Firms</b>	<b># Jobs</b>
Food & kindred products	7	710
Apparel and other textile goods	16	896
Furniture & fixtures	5	229
Printing & publishing	10	1,402
Chemical & allied products	2	560
Leather products	5	723
Machinery, except electrical	2	345



with the 48% which considered South End shopping below average or poor. A full 22% could identify no positive aspects at all. The most common complaints concerned high prices, inferior merchandise, shabby or dirty stores and lack of variety of both stores and merchandise.

7. South End Census Tracts and Neighborhoods

Although barely a mile long and little more than a half a mile wide, the residential areas of the South End lack a cohesive neighborhood-wide civic structure or identity. Instead pockets of mutual interest or identity have arisen in many of the sub-neighborhoods. Organized by geographically distinct neighborhood and block associations, the South End is represented by many often competing voices which echo the particular socio-economic and ethnic composition of their ideas. Presently there are approximately nine active neighborhood associations, and a dozen block associations and tenant councils. Most of these groups have elected officers, regularly planned meetings and activities.

Census statistics for various South End tracts and neighborhoods vary widely across the district. The chart at the bottom of the page helps to compare these differences in terms of some common social and economic indicators.

South End tracts appear to be very much influenced by what happens around them. For example, those census tracts adjacent to major sources of new office employment, such as the Prudential Center and Copley Square (tracts 703, 706, and 707 — Ellis, Pilot Block and Cosmopolitan), have higher incomes and a greater percentage of owner-occupants. The same is true for tract 710 (Worcester Square) which contains a growing number of hospital related jobs. The Castle Square and Eight Streets neighborhoods (tracts 704 and part of 705) are adjacent to a long established Chinese community and show the greatest concentration of Chinese population, while South End tracts bordering on Roxbury (Lower Roxbury — tracts 804, 805, and 806) show the greatest concentration of Blacks.

Although the South End of the 1970's retains its historic "high mix" of racial and ethnic groups, overall the mixture is not equally high in every tract, and, in fact, almost fails to occur at all in some.

1970 Census Tracts	Neighborhood Associations
703,* 706	Ellis
704	Castle Square
705	Eight Streets
706	Pilot Block, Ellis
707*	Cosmopolitan
708	Claremont
710, 711	Worcester Square
804,* 805,* 806*	Lower Roxbury

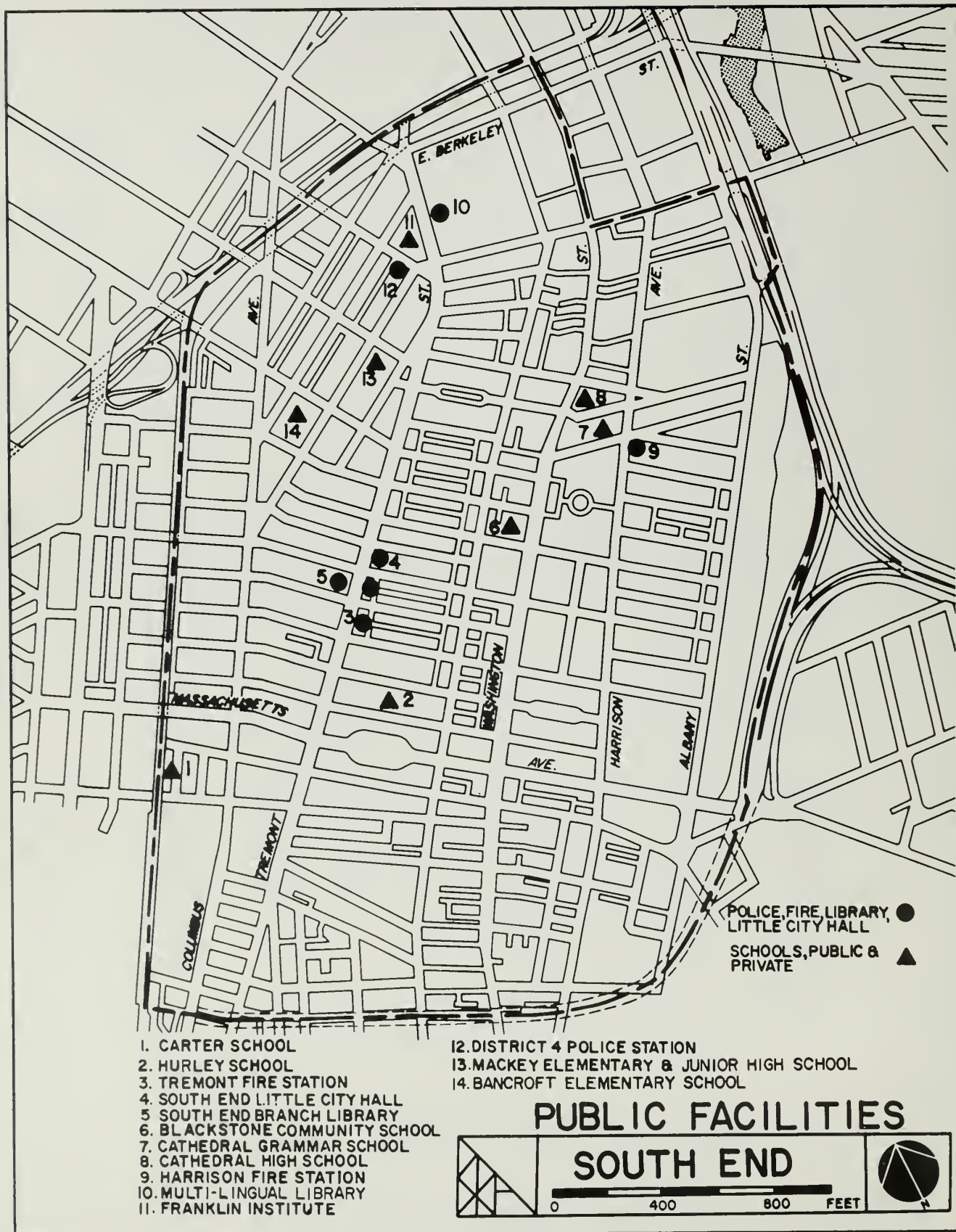
(Census tracts marked with an asterisk extend beyond South End Planning District boundaries.)

While the census tract table is useful, the fact that the statistics are now nine years old should be remembered. The 1978 statistics from the Consensus Survey are more current, but are not available at the census tract level.

1970 SOUTH END CENSUS COMPARISON BY TRACT

1970 Census Tract	Total Population	% of Total Black	% of Total Spanish	% of Total "Other"	% of Total Units Owner- Occupied	Median Family Income	% Households w/Children Under 18
703*	1,903	( 6%)	( 2%)	(12%)	(14%)	(\$10,791)	( 7%)
704	1,842	29%	2%	35%	1%	\$ 6,295	39%
705	5,051	7%	13%	29%	11%	\$ 6,756	23%
706	2,245	17%	12%	11%	30%	\$ 7,318	22%
707*	916	65%	6%	1%	22%	\$ 6,571	17%
708	2,305	84%	1%	3%	10%	\$ 5,824	20%
709	2,120	78%	4%	3%	5%	\$ 5,469	13%
710	1,369	18%	4%	8%	5%	\$ 6,464	13%
711	725	14%	2%	6%	3%	\$ 7,545	6%
712	2,247	49%	13%	6%	2%	\$ 4,500	46%
804*	413	(92%)	( 5%)	( 3%)	—	(\$ 4,389)	(41%)
805*	1,071	97%	( 3%)	—	( 6%)	(\$ 4,850)	(53%)
806*	541	82%	( 5%)	( 9%)	( 4%)	(\$ 4,849)	(58%)
South End	22,775	34%	7%	12%	11%	\$ 6,122	23%
Boston	641,071	16%	3%	2%	27%	\$ 9,133	52%

NOTES: Census tract totals that have been corrected to report only South End data are marked with an asterisk (\*). Where data has been estimated, the information is reported in parenthesis. A dashed line indicates information is not available, or numbers too small to be significant. Tracts 807 and 801 contain only a few blocks within the district and for simplicity's sake have been eliminated from the table. Percentages reported may not total 100 due to rounding.





*New Blackstone Community School*

## 8. Social Service Agencies

A high percentage of households in the South End report annual incomes of less than \$7,000. The need for social service agencies to assist residents in various services and programs is important to improve the quality of life for these people.

The map on page 22 shows the location of 22 significant agencies which can assist residents in education, counseling, health care, day care, and legal services. There are also specialized agencies for the elderly, Spanish-speaking, welfare recipients, ex-offenders and alcoholics. Appendix C contains a list of the 22 agencies located on the map and gives the address, telephone number and type of services provided by each of these social service agencies.

## B. PAST MAJOR PUBLIC AND PRIVATE INVESTMENT (1965-1977)

As stated previously, over \$135 million in public funds have been spent in the South End since 1965, primarily through the vehicle of urban renewal. This massive City commitment to the district has brought a new South End library, elementary school, \$48 million in improvements to Boston City Hospital, and several new community parks. It has also rebuilt, re-landscaped, and re-lit streets, sidewalks, and alleys throughout the area.

The Federal Environmental Protection Agency (EPA) has also agreed to provide significant funding for badly needed improvements to the area's sometimes troublesome sewer system. The BRA estimates that it will be investing even more funds in the district - at least another \$35 million to close out its program of urban renewal public works improvements - over the next several years. As described earlier in this report, public funding for the provision of low and moderate income housing has also been impressive.

Virtually every section of the South End has received private investment since the beginning of urban renewal. This investment has ranged from the new commercial/industrial developments along Albany Street, to institutional investments by Boston University Medical Center and private investments in housing by both real estate concerns and owner-occupants.

Yet, despite widespread investment in both housing and commerce, housing deprivation and inadequate shopping environments still exist in the South End. Clearly, more investment and community revitalization planning are needed.

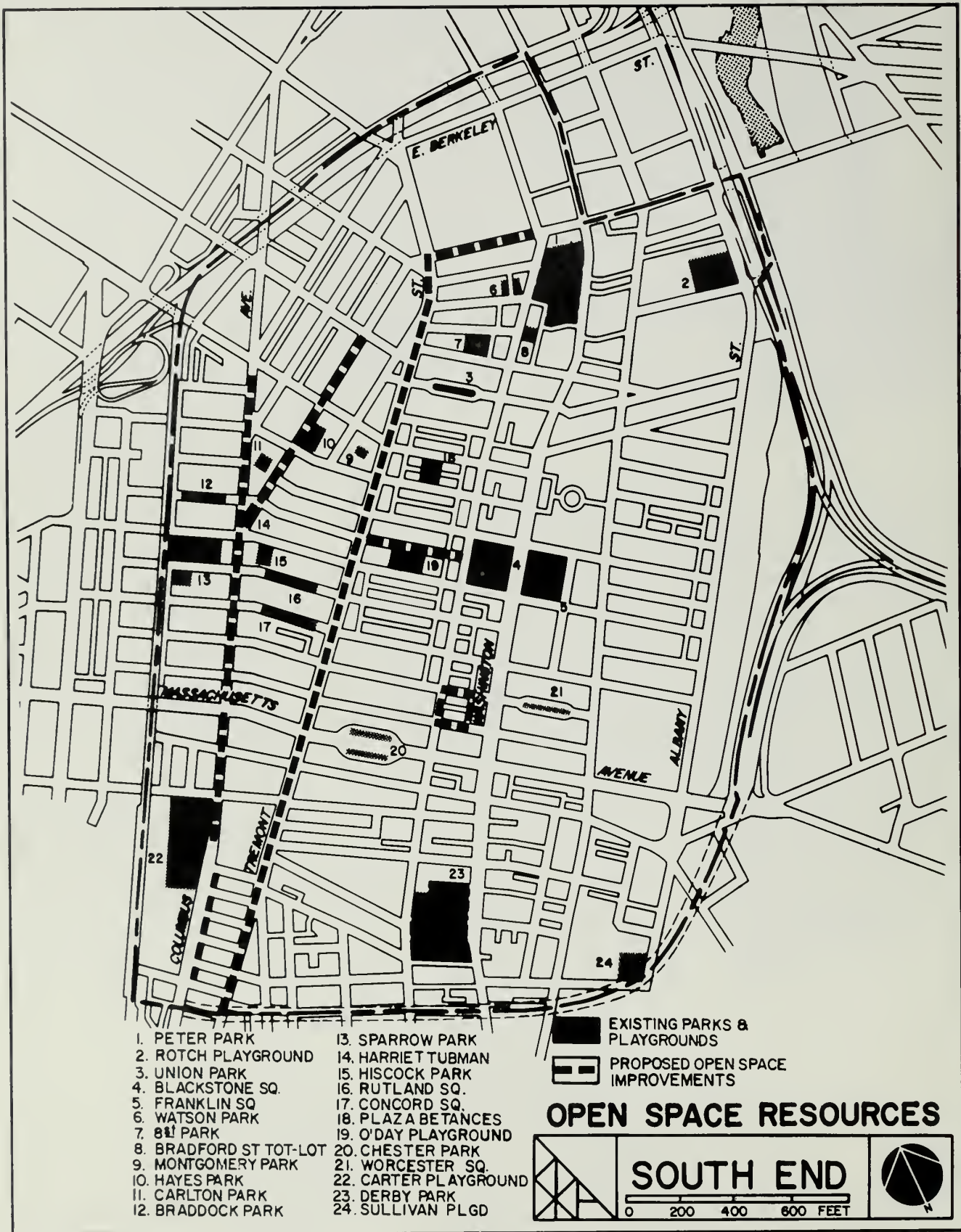
## C. 1978 PUBLIC INVESTMENT PROGRAM

During the past three years, the Community Development Block Grant Program has funded housing, human service and public improvements in the South End. The 1978-1979 Neighborhood Improvement Program is designed to strengthen the neighborhood by responding to both social and physical needs, and to meet the desires of the varied residential populations.

To respond to the housing needs, this year's program in the South End allocates funding for the Housing Improvement Program for housing rehabilitation in owner-occupied buildings.

The proposed public improvements will be accomplished by the Boston Redevelopment Authority and will continue improvements to local streets, utilities, lights and parks.

The human service programs cover a variety of needs, from a "musicare" program for isolated elderly, to a vocational training program in the field of video for youth.





*Berkeley Street Revival Garden*

### 1. HOUSING

Housing Improvement Program \$ 80,000

### 2. HUMAN SERVICES

Community Music Center \$ 7,500

A "musicare" program designed for outreach to isolated elderly by increasing their activity and awareness through music.

#### Infants and Other People

a. Extended Hours Program \$ 34,000  
b. After School Program \$ 10,000

The Extended Hours Program provides quality night-time child care for children two months to nine years of age, allowing their parents to work or attend school. The After School Program primarily services those children who attend the new Quincy School, and those who live in Castle Square.

### IBA

Areyto \$ 35,000  
Escuelita Aqueybana \$ 10,000

Areyto is a program to provide cultural enrichment and entertainment for the community. The aim is to increase Hispanic pride through the identification and presentation of Puerto Rican and Hispanic cultural heritage.

Escuelita Aqueybana is a day care center housed in Casa Boriken. The aim of the center is to provide quality bilingual day care and to develop bilingual communication skills.

**Blackstone Community School Youth Program** \$ 14,000

This program will provide: (1) youth leadership training in drug and alcohol abuse prevention, (2) youth tutoring youth, (3) career counseling and (4) skills training and general education diploma.

**Cooper Community Tutorial** \$ 15,000

The goals of this program are to reintegrate students who have dropped out of school into the public school system by offering tutoring, career and educational counseling.

**H.O.M.E., Inc.** \$ 10,000

This program is located in the Blackstone Community School. It offers vocational training in video production and also provides job opportunities for out-of-school youth who participate as assistants.

### 3. PUBLIC IMPROVEMENTS

**Lighting** \$ 200,000

Above ground lighting to sites where underground wiring is complete.

**Trees** \$ 20,000

**Land Assembly Parcel P-16** \$ 79,500

#### Street and Surface Construction

Windsor Street (Tremont to Shawmut) \$ 60,000

Lenox (Shawmut to Washington) \$ 82,000

Bristol (Harrison to Albany) \$ 120,000

#### Lighting

Windsor (Tremont to Shawmut) \$ 20,000

Shawmut (Mass. Ave. to W. Brookline) \$ 40,000

East Brookline \$ 67,500

Msgr. Reynolds Way (Washington to Harrison) \$ 63,720

Bristol (Harrison to Albany) \$ 75,000

Newland (W. Springfield to W. Newton) \$ 25,000

#### Parks

Upton Street Park Phase II \$ 20,000

Infill sites \$ 20,000

#### Sewer and Drain

Local share of contract (SD-3 Sewer and Drain) \$ 363,000

Aguadilla, San Juan, & Pembroke \$ 70,000

#### Street and Surface

Construction of IBA Loop Streets with lighting and water \$ 270,000

#### Engineering/Design

Design activities \$ 265,603

### 4. OPEN SPACE

South End Gardening Project \$ 13,000

Due to a long history of neglect and abandonment, and more recent demolition, the South End has many vacant and unsightly lots. This program is a realistic and economical attempt to alleviate this unsightly problem.

Total Neighborhood Improvement Program \$2,115,623

### III. Proposed Comprehensive Neighborhood Revitalization Strategy

The four major issue categories listed in the following section by no means cover all the topics of interest in the South End. They do, however, give a sense of some of the more prominent concerns and suggest ways in which these concerns could be addressed through the use of BRA, Community Development Block Grant (CDBG) and other funding programs.

#### A. HOUSING

"Housing" is often a short-hand way of talking about some of the most difficult and important questions that a community or city must ask itself. Who will reside in an area? In which sections? Under what sort of residential conditions? In the South End each new housing development or City housing program proposed is likely to bring these questions under close scrutiny.

##### Issues

The development of housing has been one of the best publicized aspects of urban renewal in the South End. Despite the well acknowledged progress made in this area over the last decade, problems remain. Many of the low and moderate income housing projects in the community (as well as throughout the City) appear to have fallen victim to the "shallowness," or inadequate funding nature of their HUD-sponsored subsidy programs. As a result, many of these projects are in danger of foreclosure.

While a new, "deeper" HUD low/moderate income housing program known as "Section 8" now exists for future projects, funds for its implementation have so far been in short supply. The City's response to this scarcity has been, at least for the coming year, to suggest that available funding be concentrated on rehabilitation rather than new construction projects. Such a policy, it is reasoned, will stretch existing subsidy dollars further, and help preserve the character of existing neighborhoods.

At the same time, HUD is studying neighborhoods already containing substantial amounts of subsidized housing (such as the South End) and

re-writing its "site selection" guidelines for future subsidy projects. Current guidelines were written to encourage low and moderate income housing opportunities over a wide metropolitan area. With an estimated 38% of all South End housing units already under some sort of low/moderate income subsidy program several questions arise. Will HUD continue to fund new large-scale subsidy developments in the South End? Is continued reliance on expensive HUD-sponsored rental subsidy developments the only way to provide adequate low cost housing accommodations for South End families?

Low/moderate income housing is only part of the South End housing picture. What about private housing investment in the South End - will it continue? Will past investments be reinforced or eroded by future City policy decisions on the location of public facilities, street improvements and the delivery of City services? The strategies listed below attempt to deal with some of these questions.



*Flemish Style Row Houses,  
Shawmut Avenue*

##### Strategies

#### 1. Stabilize existing HUD-sponsored low/moderate and BHA housing developments.

HUD statistics show that foreclosure sales of distressed projects bring less than 2¢ on the original mortgage dollar to the government. A few South End projects such as the Methunion development might be expected to do a bit better, but no matter what the return, foreclosure sales may be expected to result in large rent increases that result in rents that are beyond the reach of existing tenants.

Last year, the BRA Research Department made the following recommendations on foreclosure-endangered

projects that could be applied to distressed projects in the South End: (1) where the quality of management is high or where new ownership forms give tenants a stake in project management, existing mortgage or maintenance costs could be "written down;" (2) where project management or building conditions are poor, existing tenants could be given special Section 8 subsidies and allowed to seek other housing. The subsidy would thus be attached to the tenant, rather than the unit.

#### 2. Change current Section 8 subsidy emphasis in the South End from project-based to tenant-based.

HUD's Section 8 program recognizes two types of subsidy methods. The method more common in Boston involves a HUD contract with the owner of new housing guaranteeing subsidy for the units proposed. The other, less well-funded type, awards subsidies directly to qualifying families and individuals who then locate their own housing. The second subsidy type allows the tenant far greater flexibility in choosing housing location and building management. It has the added advantage of allowing owners of small residential structures including owner-occupants to provide well-maintained low and moderate income housing while obtaining a fair return on their residential investments. Such a program would be especially advantageous in those South End neighborhoods where rent levels have risen sharply over the last several years, forcing out long-time tenants who might otherwise wish to remain.

#### 3. Increase home ownership opportunities for moderate income families wherever feasible.

Investigate with HUD options for subsidy of condominium and cooperative forms of South End ownership, possibly utilizing the "sweat equity" of potential owners. Market the so-called Frankie O'Day Block as such a pilot project.

#### 4. Secure existing private residential investment and encourage future investment.

This strategy involves the continued use of the Federal "312" loan program for rehabilitation, the City's



*Tot Lot, Titus Sparrow Park*

HIP program, and completion of BRA street and alley improvements throughout the South End.

## **B. NEIGHBORHOOD STABILITY AND ENVIRONMENT**

### **Issues**

Neighborhood stability is a phrase one often hears when South End residents talk about their communities and what they would like them to be.

The phrase can have different meanings in different parts of the South End. For residents of areas where the process of "gentrification" seems to be most pronounced, the phrase might indicate a desire to retain an existing mix of racial and income groups. For residents in federally-assisted housing developments threatened by poor maintenance and/or foreclosure, it might mean the ability to remain in a building with friends and a familiar neighborhood. For others, it might simply mean a reduction of anti-social behavior or increased street and park maintenance in their neighborhoods to the point where more families will be attracted and be retained in the community.

### **Strategies**

1. **Seek ways to target Section 8 tenant-based subsidies or the State's 707 scattered site program for South End areas experiencing rapid rent escalations.**

2. **Discourage future location in the South End of additional "Half-way Houses" and custodial facilities for socially disruptive individuals.**

The South End already has more than its fair share of such facilities and an additional burden of others could discourage future investment and neighborhood stability.

3. **Preserve existing townhouse shells where possible for eventual rehabilitation.**

Considerations of public safety and economics may limit this strategy in certain cases, but historic preservation and economies of rehabilitation versus new construction make this an important goal.

4. **Demolish abandoned "Infill Housing" building shells and plan for site re-uses.**

These unfinished and bankrupt projects represent a visual blight on many South End neighborhoods and a continuing reminder of an unsuccessful chapter in the history of South End redevelopment.

5. **Seek ways to reduce the presence of trash and litter on South End streets.**

The recent Consensus survey of the attitudes of City residents shows this to be one of the South End's more serious concerns.

6. **Improve neighborhood social environments and reduce the incidence of anti-social behavior.**

This strategy involves the continued City support of South End elderly, youth, day care, health, and cultural enrichment programs.

7. **Provide opportunities for concentrated commercial development.**

Study remaining renewal parcels for appropriate commercial sites.

## **C. TRANSPORTATION IMPROVEMENT PROJECTS**

### **Issues**

The South End is situated squarely in the path of a daily commuter crush into and out of downtown Boston. While this central location gives South End residents fairly convenient transit access to the rest of the City, it can also produce noise, pollution, and safety problems generated by those who are just passing through. Over the next several years, the City, State, and Federal government will be spending millions of dollars on the following transportation improvements in the South End.

### **1. New Orange Line**

The U.S. Department of Transportation has allocated \$600+ million to the MBTA to relocate the Orange Line from the Washington Street El to the existing Penn Central right-of-way (see map).

After completion, this transportation system will combine rapid transit, commuter rail and Amtrak trains in the same right of way while serving transit needs of Jamaica Plain, Roxbury and the South End.



*Southwest Corridor Right of Way (New Orange Line)*

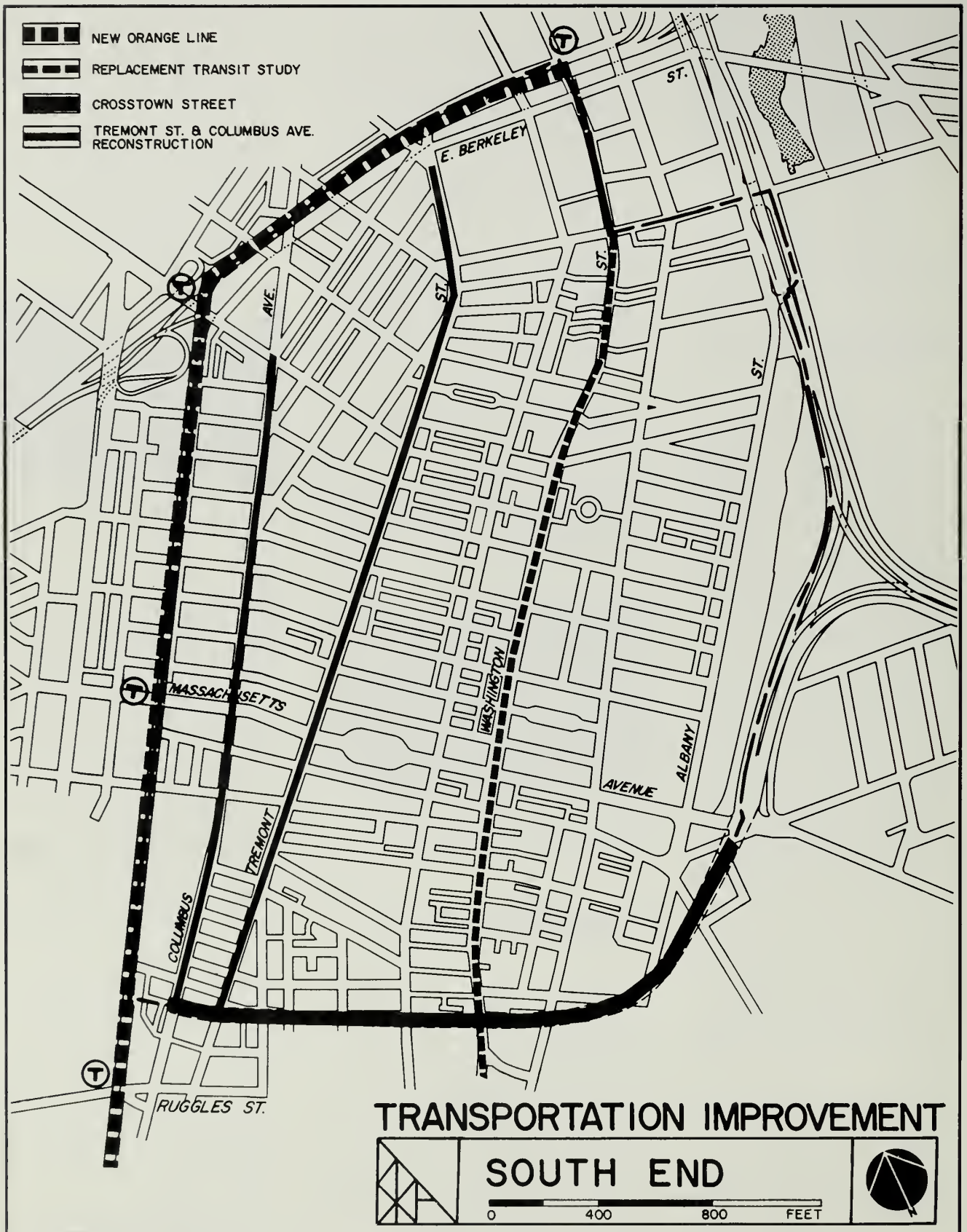
In Section I of the project, the transit line runs between the St. Botolph and South End neighborhoods. The stations in the South End will be located at Dartmouth Street and Massachusetts Avenue. The transit line will have a permanent deck between Mass. Ave. and Yarmouth Street and a temporary deck to Dartmouth Street. Activities and landscaping for the deck or cover have been planned for each individual street.

Paved areas with planting, victory gardens and tot lots are some of the programmed activities. There will also be a review of the types of benches, lighting, and trash receptacles that will be used.

Residents will discuss the maintenance concerns with the Department of Environmental Management. Other issues to be reviewed by the community this year will be design of noise and vibration controls, method of excavation of earth, design of rebuilding bridges and streets and final refinement of the track profile and alignment.

### **2. Replacement Transit for Washington Street Elevated**

The Replacement/Transit Improvement Study is primarily concerned





*Dover Station, Orange Line*

with public transportation after the Orange Line is relocated and the elevated rail is removed. This study is an analysis of current and future public transportation needs in the South End, Roxbury, Dorchester, and Mattapan areas. The objective is to develop an overall transportation strategy for the area and to decide upon specific services to be provided upon removal of the Washington Street elevated.

Phase I of the replacement transit study has narrowed down the alternative to either buses or light rail vehicles (trolleys) along Washington Street.

### **3. Crosstown Street**

The new Crosstown Street, which is under construction, has been designed in conjunction with the land use plan for the Southwest Corridor. The Crosstown Street is intended to perform several functions:

(1) It will provide access to and from the Southeast Expressway to where Tremont Street and Columbus Avenue converge. The street will relieve vehicular traffic presently crowding Mass. Ave. and neighborhood residential streets in the South End and Lower Roxbury.

(2) It will provide access to several key development parcels in the cleared land of the Southwest Corridor.

(a) industrial development parcels, including Digital Corp., (under construction) which would produce approximately 900 jobs.

(b) commercial parcels identified for retail purposes.

### **4. Tremont Street and Columbus Avenue Reconstruction**

The redesign of Tremont Street (between Arlington and Sarsfield Streets)

and Columbus Avenue (between Clarendon and the proposed Southwest Corridor) which involves 2½ miles of streets is a major reconstruction process for two of the City's major in-town arterial streets.

The scope of the project has been limited primarily within the public right of way of the two streets as well as up to 100 feet into the side streets for transition purposes.

The thrust of the design of the two streets is to improve motor vehicle circulation while encouraging the use of bicycles as well as to enhance the pedestrian ways and uses of the street.

The reconstruction proposed shall primarily be for surface only (lighting, trees, sidewalks and pavement). Included in the area, as a result of reorganizing the streetscape, are a series of vest pocket sitting parks and urban spaces.

With each of these projects could come improved commuter service, the opportunity for local environmental improvements and increased community transit access. At this stage in the planning process, achievement of all three goals is possible but certainly not guaranteed.

#### **Strategies**

##### **1. Discourage heavy volumes of through traffic on South End residential streets.**

The BRA Transportation Planning Department and community groups should begin consideration of improvements to Shawmut Avenue and Albany Street as well as proposals for a possible South End by-pass route utilizing a Herald Street extension, from Washington to Clarendon Street.

##### **2. Emphasize pedestrian safety and amenities on all street reconstruction projects.**

Implement the community-sponsored design improvements to Columbus Avenue and Tremont Street now under Federal funding review. Continue pedestrian improvements undertaken on BRA street and alley contracts as funding allows.

##### **3. Improve South End transit service through relocation of existing Orange Line to the new Southwest Corridor, and creation of transit replacement service on Washington Street.**

The BRA Neighborhood and Transportation Planning Departments need to continue to work with South End citizen groups to insure that adequate cover and other environmental protection exist on the Southwest Corridor project and that Orange Line replacement service meets South End transit needs.

### **D. COMPLETION OF URBAN RENEWAL PROGRAM**

Because the Community Development and Housing Act of 1974 ended the traditional urban renewal grants, and required redevelopment agencies all across the country to financially settle or "close-out" their urban renewal projects, the BRA undertook a study in the Spring of 1978 to determine how to complete the renewal project.

The 1966 Plan called for some form of renewal activity to happen on over 400 individual parcels of land. It was clearly a plan of unprecedented and at times unrealistic ambition. During the ensuing twelve years enormous changes took place in the South End spurred by public and private investment. Priorities changed; some of what was deemed desirable then, no longer seems so now.

Over an eight month period an extensive series of 24 meetings and workshops were held with neighborhood associations, tenant councils and special interest groups in an effort to solicit their needs, priorities and recommendations for the reuse of 19 major parcels. The BRA commissioned Consensus, Inc. to undertake an in depth demographic, attitudinal and behavioral survey of South End residents. Over 1,000 residents were surveyed, constituting approximately 4% of the resident population or nearly 7½% of the South End's estimated households.

This combination of widespread citizen participation, technical environmental assessment of reuse alternatives (focusing on economic and demographic impacts), and a random sample survey will enable the BRA to fine tune the Plan and reestablish the neighborhoods' priorities for completion of that which is both desirable and feasible.

## IV. Summary of Proposed Three-Year Improvement Program (1979-81)

The section summarizes the planning issues and strategies just reviewed, and match them with renewal and CDBG expenditures scheduled for the City's current fiscal year. The last column on the right makes suggestions for longer-range

planning strategies and investments. It is by no means final or complete and needs the benefit of comment by community residents and City agencies and officials.

Issue	Strategy	1978 Investment Program	Proposed 1979-1981 Neighborhood Improvement Program Activities
<b>Housing:</b> Future prospects for publicly assisted housing	Stabilize existing HUD low/moderate housing project.	Technical assistance from BRA Research staff.	Work with HUD to investigate mortgage debt "write-down", new forms of tenant-involved management and special Section 8 tenant-based assistance for existing tenants.
	Change current Section 8 subsidy emphasis from projected-based to tenant-based.	Technical assistance from BRA Research staff.	Work with City to see if the amount of tenant-based subsidy for the South End can be increased.
	Encourage homeownership for moderate income families where feasible.	Rehabilitation of Frankie O'Day block. 8 buildings - private ownership. 3 buildings - joint ownership.	Investigate other possible sites.
<b>Housing:</b> Future prospects for private housing investments	Secure existing private investment and encourage further investment through continuation of BRA street and alley contracts.	Windor St. - \$60,000 (Tremont - Shawmut) Lenox St. - \$82,000 (Shawmut - Washington) Bristol St. - \$120,000 (Harrison to Albany) IBA Loop Street - \$200,000	
Neighborhood Stability and Environment	Target Section 8 tenant-based subsidies for South End areas experiencing rapid rent escalation.	Technical assistance from BRA Research staff.	Use E.P.A. funding to plan for sewer improvements. Use Urgent Needs funding to finish as many street contracts as feasible. Seek additional funding sources.
	Discourage future location of additional half-way houses and other similar custodial care facilities.	<b>BRA Board moratorium on conveyance of BRA properties for such uses:</b>	Work with community groups and Zoning Board of Appeal to discourage such uses in the South End.
	Preserve existing townhouse shells where feasible for future rehabilitation.	\$500,000 emergency repair program for BRA-owned buildings.	A total of at least \$500,000 in future expenditures.
	Demolish abandoned "Infill Housing" building shells.		Future funding for demolition on schedule.
	Seeks ways to reduce trash and litter on South End streets.	Work through South End Little City Hall to improve sanitation services.	
	Increase opportunities for continued homeownership in the South End.	\$50,000 in 115 rehab grants. Continued BRA technical assistance. Investigate other ownership incentives.	Continue 115 program. Estimated \$50,000 in rehab grants per year.

Issue	Strategy	1978 Investment Program	Proposed 1979-1981 Neighborhood Improvement Program Activities
	Encourage building maintenance by existing owners.	H.I.P. Program with additional 50% grant for elderly homeowners - \$80,000. Monitor effectiveness of new program grant.	Continue H.I.P. at \$80,000 per year. Monitor its effectiveness and propose modifications as necessary.
	Improve the social environment and reduce the incidence of anti-social behavior.	\$135,000 in social programming for youth, elderly, day care, health, and other human services.	Continue CDBG human service programming.
Neighborhood Stability and Environment (Continued)	Improve open space resources.	\$13,000 "Revival" (vacant lot) Program. \$60,000 BRA expenditure for new vest pocket park areas. BRA/Parks Department open space survey.	Complete South End inventory of open space resources. Set priorities for future improvements with Parks Department.
Transportation Improvement Projects	Discourage heavy volumes of through traffic on South End residential streets.	Start of construction on cross-town street as by-pass for Columbus & Tremont - \$8 million (Federal & State funding). Review zoning in area to improve development opportunities.	Begin planning study of feasibility of by-pass route via possible Herald Street extension along Mass. Pike. Study improvements to Washington, Shawmut and Harrison.
	Emphasize pedestrian safety and amenity on all street reconstruction projects.	BRA technical assistance to secure Federal approvals for Columbus/Tremont reconstruction.	Secure \$12 million funding for Columbus/Tremont reconstruction.
Transportation Improvement Projects (Continued)	Improve South End transit service through relocation of existing Orange Line to new Southwest Corridor, & creating of transit replacement service on Washington Street.	BRA technical assistance in aiding community groups advising on nature of replacement service and type of cover proposed for Southwest Corridor tracks.	Begin major construction of South End portion of Corridor and replacement service.
Financial Settlement (Close-Out of the South End Urban Renewal Project	Full scale review of development and land use alternatives for the remaining undeveloped Urban Renewal parcels through extensive public meetings and the study of the impacts of these re-uses upon the neighborhood.	BRA technical assistance and consultant services which culminated in the publication of an Environmental Impact assessment of Close-Out activities.	Modification of the Urban Renewal Plan to reflect the land use control changes recommended in the Close-Out EIS. Disposition of remaining parcels for redevelopment according to re-use controls. Selective acquisition of major sites which is necessary to accomplish above. Completion of inventory of public improvements of such streets and sidewalks, and water and sewer lines.
Job Development for Neighborhood Residents	Support for and recognition of a South End Commercial/Industrial district lying Southeast of Washington Street.	BRA technical assistance in aiding the South End Businessmen's Association coordinate expansion of existing businesses and solve certain problems such as vehicular access and off street employee parking.	Acquisition of portions of three major parcels (31, 32c, and 54) to complete land assembly for commercial/industrial redevelopment. Additional improvements to street and sidewalks, particularly Albany Street, to enhance vehicular and pedestrian safety in its area.

## V. Appendices

### A. NEIGHBORHOOD HISTORY

The majority of the South End began as a series of real estate ventures of filled marshland between the years of 1850 and 1860. A pattern of three and four story, single family row-houses was gradually built up along a patchwork grid of streets and squares off major roads leading back into Boston. The area's first developers had envisioned a middle and upper middle income residential area similar to sections of the then aging Beacon Hill district.

The South End's days as a genteel enclave were, however, short-lived. A working class population, attracted by new industrial development forming along the South End's southern and eastern boundaries, began to move into the area. At the same time, middle and upper middle income groups became attracted to the new, more fashionable residential areas being developed in Boston's Back Bay. By the financial depression of 1873, it had become clear that the South End, which by then housed a large Irish Catholic population, would remain a primarily working class district with existing rowhouses divided into multiple dwelling units and lodging rooms.

After the Irish residents came Jewish, Syrian, Greek, Italian, Chinese, Portuguese, West Indian, American Black, and most recently Puerto Rican communities. A tenement district developed around Castle Square, and Dover Street became an open-air market similar to New York's lower east side. The South End soon became the largest lodging house district in the United States. By the turn of the century, 37,000 people (more than the South End's entire 1970 population) had crowded into lodging houses along the cross streets between Tremont and Washington.

The South End also gained a reputation as a haven for "dens of vice" - the 41 saloons, 24 liquor stores, and 11 poolrooms that the area once contained. In 1898, South End social worker, Robert Woods, coined the term "the city wilderness" to describe the district. The description didn't sit too well with the area's working class population which found the area a friendly, inexpensive, and convenient

place to live. Boston 200's recent **Neighborhood History Series** booklet on the South End quotes one resident on what growing up in the South End of the early twentieth century was like:

"It wasn't the best neighborhood in the City, naturally . . . The kids got along very well together. Everything was united. They were all together. There was no big issue of race . . . You know what I think it was? We were all poor. You didn't have any more than me. And that made you equal."

By the 1950's, much of the South End had become physically deteriorated. Although still containing a working class family population, in the minds of most Bostonians it was an area associated with alcoholism, prostitution, and drug traffic. In 1965 the BRA and the City of Boston created an urban renewal district in the area. The architectural distinctiveness of the South End coupled with its proximity to the new sources of employment being developed at Copley Square and the Prudential Center made it seem like an ideal area for community revival.

### B. LIST OF 1975-1977 NEIGHBORHOOD IMPROVEMENT PROGRAMS

	1975	1976	1977
<b>Housing</b>			
HIP	\$ 100,000	\$250,000	\$100,000
Demolition & clearance	12,500		
Revival Program	34,500	15,000	30,000
<b>Cathedral</b>			
Roof access renovations	121,250	500,000	
Roof	121,500	135,600	
Heating		168,260	
Roof hatch doors		15,600	
<b>Lenox</b>			
Roofs		147,800	
Roof hatch doors		33,000	
Granite		21,600	
<b>Camden</b>			
Boilers		40,650	
<b>Human Services</b>			
Infants & Other People Daycare	8,500	10,000	44,000
United Neighborhood Youth	2,700	20,000	10,000
Cooper Community Center	2,700	30,000	10,000
United South End Settlement		34,000	30,000
Senior Shuttle		16,500	
South End Day Care			10,000
Cardinal Cushing Day Care			15,000
Home, Inc.			14,000
Blackstone Community School			45,000
Casa Myrna Vasque			8,000
<b>Capital Improvements</b>			
Blackstone Square Elementary	10,100,010		
Carter Elementary/Middle School	13,700,500		
Peters Park	620,842		
<b>Topics</b>			
Columbus-Tremont	1,500,000		
Tree Planting			18,000
Worcester Square sidewalks			5,000
<b>Business District</b>			
Foot Patrol	24,960		36,500



*Tremont Street between W. Concord-Rutland (east side) mid 1800's  
(photo by Josiah Hawes).*

### C. SOCIAL SERVICE AGENCIES (See Map page 22)

1. Greater Boston Legal Services  
793 Tremont Street  
261-8750  
Provides free legal services for people under certain income levels.

2. Cardinal Cushing Center for the Spanish-Speaking  
1375 Washington Street  
542-9292  
Social service agency for the Spanish-speaking providing: counseling, after school programs, translation services.

4. Castle Square Day Care Center — Career Development Lab  
436 Tremont Street (rear)  
357-8290, ext. 74, 75, 76  
Full day care program, complete health and dental care are offered.

4. Children's World Day Care Center, Inc.  
207 West Newton Street  
267-7956  
Day care services provided for children whose parent(s) is/are working and on welfare.

5. Community Music Center  
17 Clarendon Street  
482-7494  
Classes and individual lessons for adults and children, amateurs and professionals in all phases of music.

6. Family Service Center (SNAP)  
554 Columbus Avenue  
267-7400  
A place for South End residents to go for help and advice for any problem.

7. N.A.A.C.P.  
451 Mass. Avenue  
267-1058  
Three fold program to help all people. Education scholarships. Veterans: aid to returning Vets. Employment: for students and adults.

8. Saint Helena's House  
89 Union Park Street  
482-0833  
A residential boarding house for retired, working women or emergency housing.

9. The Women's Service Club of Boston, Inc.  
464 Mass. Avenue  
262-3935, 267-8423  
A civic organization whose members do community work.

10. Unity House  
566 Mass. Avenue  
482-3219  
Rehabilitation service facility providing intermediate and long term care for the alcoholic.

11. Ellis Memorial House  
66 Berkeley Street/44 Chandler Street  
426-2900  
Youth programs and adult programs.

12. Salvation Army Hospitality House  
407 Shawmut Avenue  
536-7469  
Day lounge, residence program and senior citizens club.

13. South End Community Health Center  
65 West Brookline Street  
266-6336

Full medical, dental and laboratory services.

14. Brooke House  
79 Chandler Street  
482-2520

A community based correctional center for male ex-offenders, returning to the metropolitan Boston area.

15. Cooper Community Center  
Lenox Street  
445-1813/445-4907  
Day care, senior citizens programs, food co-op, clubs, tutorial program, juvenile and legal aid, component dealing with juveniles/waywards.

16. C.O.P.E. — Coping with the Overall  
Pregnancy Experience  
Clarendon Street  
267-6748

A service specialized in organizing and supervising groups for pregnant and post-partum women and couples.

17. Hope House, Inc.  
42 Upton Street  
262-9629/262-2415  
Alcoholic rehabilitation.

18. Hello House  
686 Mass. Avenue  
262-7142  
Alcoholic rehabilitation

19. Project Place  
32 Rutland Street/  
31½ Dwight Street  
Switchboard, Hotline 267-9150  
The House at 31½ Dwight Street operates 24-hour emergency facility and crisis intervention center offering counseling and therapy.

20. Rutland Street Center  
48 Rutland Street  
536-2840/536-2841  
After school care for 6-8 year olds; education counseling.

21. Tremont Street Infant Center  
464 Tremont Street  
482-9464  
Child care for infants from 3½ months up to 2½ years.

22. South End Little City Hall  
109 West Newton Street  
267-4010

### D. COMMUNITY PARTICIPATION OPPORTUNITIES

#### 1. Introduction

There are many ways in which the South End community shapes and



directs growth within its neighborhoods and commercial centers. Planting shrubs along property lines, utilizing the Housing Improvement Program, and voicing concerns at zoning hearings all affect the type and quality of life in the South End. There are, however, several opportunities for community action at a larger scale which can effectively have a long term impact on the growth of the community.

## 2. Zoning Changes

Zoning is a legal tool used to shape land use patterns and regulate the scale of development within given boundaries. The zoning districts in the South End have served the community in establishing residential and commercial uses that are reasonably consistent in scale and density. In the last ten years, changes in residential, commercial and industrial demands have led to a breakdown, in some instances, of zoning functions. Weekly zoning variance applications and the encroachment of non-compatible uses upon one another indicate a need to re-evaluate the existing zoning in the South End and make appropriate changes in the designation of zoning areas.

The procedures for changes and modification of the Boston Zoning Code are well established. The following is an outline of the procedures:

### a. Change of Zoning (Procedure A)

- 1) Proposed zoning change is presented to the BRA Board for approval.
- 2) BRA Board recommends change to the Zoning Commission.
- 3) Zoning Commission holds public hearing following advertisement and notification of appropriate parties.
- 4) Zoning Commission can pass measure with seven affirmative votes.
- 5) Ordinance goes to the Mayor.
- 6) Mayor can: (1) approve ordinance; (2) veto ordinance (veto can be overridden with nine affirmative votes of the Zoning Commission); (3) take no action (this results in automatic passage after 15 days); or (4) return measure to Zoning Commission with recommendations.

### b. Change of Zoning (Procedure B)

- 1) Citizen group request hearing before the Zoning Commission.

- 2) Zoning Commission asks BRA for recommendation.

### 3-6) Same as Procedure A.

The BRA will conduct an evaluation of present zoning in target areas throughout the South End. Information will be presented at a community meeting along with recommendations for changes. The BRA Neighborhood Planner will hold a series of working meetings with community representatives and the Little City Hall to consolidate a number of zoning change recommendations which are both warranted in a technical evaluation and supported by the South End community. The procedure for a change in zoning can then be initiated.

## 3. Community Development Block Grant (CD) and Capital Budget (CB) Proposals

The CD program involves the distribution of Federal funds that come to the City with Federal requirements that certain neighborhood improvement activities and citizen participation be carried on under the program. The use of CD funds are primarily limited to housing, neighborhood improvements and public services in low and moderate income neighborhoods of the City.

The City's annual Capital Budget (CB) is usually determined at the same time that the CD budget is formulated. The City raises CB funds by selling tax exempt long-term municipal bonds to private investors to fund capital improvements such as schools, public buildings, parks, streets, lighting and underground utilities.

The City's annual process for determining both the CD and CB budgets includes the following steps:

1. An initial neighborhood hearing is held in each Little City Hall district to explain funding requirements for the program, report on the past year's projects and present the proposed neighborhood profiles (October or November).
2. A second neighborhood hearing is held to receive and discuss neighborhood proposals for funding the next year (November or December).
3. The Little City Hall Manager, Office of Program Development (OPD)

Programmer and BRA Neighborhood Planner meet to review funding requests and prepare a proposed Neighborhood Improvement Plan (December and January).

4. The proposed Neighborhood Improvement Plans are presented to the Mayor's Neighborhood Development Council (NDC) for approval. This group is chaired by the Deputy Mayor for Fiscal Affairs and includes two additional Deputy Mayors, the Mayor's Housing Advisor and Directors of the BRA, Office of Public Service and Office of Program Development (January or February).

5. Upon approval of the NDC, the proposed Neighborhood Improvement Programs are submitted to the City Council for their review and approval (February or March).

6. The City Council holds a series of neighborhood hearings on the proposed budgets. It then approves the budgets with amendments based on opinions voiced at the hearings (March or April).

7. The Mayor reviews and approves the final Neighborhood Improvement Plans (April).

8. The proposed CD application and budget is submitted to the U.S. Department of Housing and Urban Development for its review and funding (May and June).

9. The CD funds become available for spending (July 1st at the earliest).

## 4. Summary

The planning process is ongoing. Day to day decisions make up one part of the process. By establishing medium and long range goals for the community's growth, these day to day decisions and comprehensive planning programs can reflect the values and desires of the South End district.

Community participation in both the procedures for change and program development are vital in maximizing the benefits of a comprehensive planning process in the South End.



**CITY OF BOSTON**

Kevin H. White, *Mayor*

**BOSTON REDEVELOPMENT AUTHORITY**

Robert L. Farrell, *Chairman*

Joseph J. Walsh, *Vice Chairman*

James G. Colbert, *Treasurer*

James K. Flaherty, *Assistant Treasurer*

James E. Cofield, Jr., *Member*

Kane Simonian, *Secretary*

Robert J. Ryan, *Director*

**NEIGHBORHOOD PLANNING PROGRAM**

Roy Bishop, *Director*

James Baecker, *Assistant Director*

William Marotta, *South End Planner*

Steve Asen, *Planning Assistant*

Richard Hall, *Community Development  
Department*





